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CULTURAL DIMENSIONS OF MANAGEMENT AND CONSTRAINTS OF APPLYING TRANSFERRED (HRM) PRACTICES IN DEVELOPING COUNTRIES

Boufeldja Ghiat
ghiat_boufelja@yahoo.fr
University Oran 2, Mohamed Ben Ahmed, Algeria.

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Abstract: Management principles cannot be transferred from one society to another, as individuals' actions and perceptions of work are affected by the social local culture. This illustrates the failure to transfer management models between countries belonging to different civilizations without adaptation or modification.

This paper is the result of the author's research and experience with the reality of managing institutions in Algeria that has known an intensive import of industrial enterprises, in the '70s of the 20th century, with their management practices. This policy was doomed to failure, due to the use of inappropriate management methods which did not keep up with the prevailing cultural values in the society.

Keywords: Culture in organizations, Western management, Management transfer, Appropriate Management, Developing countries.

Introduction

Developing countries generally live with the problem of importing organization and management methods, as well as ready-made industrial devices. Machinery and equipment imported from industrialized countries can be used as they are, while imported methods of human management are difficult to apply. This is the result of social interaction and is closely linked to society's values, culture and civilization affiliations.

Despite the importance of the human aspect of organizations, this aspect has remained neglected, as factories are usually imported ready, with the required methods of structuring work, organization, and management.

Experience has shown that imported management methods have failed because they have not succeeded in increasing the effectiveness of production enterprises and not being able to get developing countries out of the cycle of Backwardness.

Hence the urgent need to learn more about the cultural and social characteristics of the worker, and to study him in his social environment, to understand him and improve his motivation and management. It is therefore illogical to continue to consume western methods of human organization. It has become necessary to look at new methods of management, based on local values, community culture, historical and nodal reality, and value systems.

This paper comes at a critical stage of restructuring the economy of many developing countries, and working to adopt scientific methods in management and organization, aimed at increasing the efficiency and effectiveness of economic and service organizations.

Objectives of the study

This study is important in three aspects:

1- The theoretical importance of highlighting the impact of cultural values on management. It is a sensitive area, which has been the subject of various international scientific meetings and conferences.

-2 The practical importance, as it paves the right ground for laying the foundations for human management methods, taking into account the reality values prevailing in society. That undoubtedly facilitates the process of understanding the worker, and thus designing appropriate methods of management and motivation, which are badly needed in developing countries.

3- It draws the attention of officials, to the need to take into account local values in the field of management and work to adapt the imported methods of work and organization, to adapt to the cultural value reality of the worker.

Light will be shed on the cultural values within productive enterprises and the important factors influencing their developments. The cultural dimension of the organization, the components of the worker's value pattern, traditional values and requirements of modern organizations, the implications of socialist governance on workers' values, and workers' responses to management methods.

From social culture to organizational culture

The organization is a social entity with distinct boundaries. However, these limits are

transparent and allow the organization to interact with its social environment with all the culture and values that society holds, which in turn affects the characteristics and effectiveness of the organization. There is a growing interest in studying the impact of culture on workers' behavior and the effectiveness of regulations (Hofstede:1978; Smircich:1983; Ghiat and Willey:1989).

According to Taylor (1871), Culture is “that complex whole which includes knowledge, beliefs, arts, morals, law, customs, and any other capabilities and habits acquired by man as a member of society.”

The concept of culture has been the subject of numerous discussions, probably due to their complexity and invisibility. Although some definitions are popular, almost every researcher has his own definition of this concept. Among the much-cited phrase defining culture is the “collective programming of the mind” (Hofstede (1980).

Culture is related to a geographical area, a region or a country. The “national culture provides the set of rules to act, and the set of preferred outcomes to compare from before an action is taken. Employees are likely to prefer management practices that are consistent with their work values and may reject those practices that are not" (Nieves et al., 2006, 36).

While Schein (1992) presents a definition for culture as "A pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems".

Culture is looked at as a set of dimensions. Hofstede (1980) defined four dimensions of culture that described fundamental similarities and differences in human behavior, attitudes, and decision-making for culture. The four dimensions were: masculinity/ femininity, power distance, individualism/ collectivism, and uncertainty avoidance.

While Krech et al. (1974) divide culture in an explicit and implicit dimension. The explicit part of culture consists of consistent behavioral patterns in a given situation. These patterns or arrangements are formed and influenced by both the physical environment (climate, geographical region …), and other cultural groups (trough exchange of ideas…). The implicit dimension is a manifestation of wants, interpersonal responses traits, attitudes, values, beliefs and norms, which together give meaning to explicit behavior.

On the other side, (Argandona, 2002, 2), defined culture in a very broad sense as “central desires or beliefs regarding final states or desirable conduct that transcend specific situations, guide the choice and evaluation of our decisions and, therefore, of our conducts, becoming an integral part of our way and acting, to the point of shaping our character".

From this perspective, Beulah Viji explained that "Value, attitude, and behavior are interlinked with each other. All these factors contribute to the personality of an individual. Values represent an individual's standard, faith ideals or even events and activity" (Beulah Viji, 2016, p116).

The actions and behaviors of workers are the results of the accumulation of a set of ideas, knowledge, and experiences that allow the individual to judge the material, social and cultural issues around him. Therefore, the result of the judgment depends on the nature of these ideas and cultural values.

Meglino and Ravlin (1998) explained that firms and individuals would benefit from a better

understanding of the relationship between the values of the employees and the corporate culture. Corporate culture is defined by the values of corporate managers and subordinates. A strong corporate culture is possible only if the employees' values are in agreement with those of the firm (Nieves et al., 2006, 31).

While Nieves et al. (2006) concluded that “in all, research has indicated how culture differs in their choice of, and the significance given to, values, and how superiors and subordinates differ in their values across cultures, as well as how values tend to remain and resist change in a specific national culture or society”.

Any organization must have individuals with common objectives who share roles and use the means available to achieve their goals. Even in the most automated organizations, planners, observers, and programmers must play a central role in decision-making and implementation. Individuals come as facilitators, workers or customers in the environment in which the organization deals, with their social and cultural values. Each individual has his view of life and work, the nature of his actions in certain situations, and the values of society and culture, which in turn affect the actions of the individual in different working situations.

The ILO report focused on the element of the organization when explaining the concept of management. "Management is the organization and control of human activity towards specific ends" (ILO: 1969, 25). While “Katz” summarizes the mission of managers, arguing that the most important requirements of the manager are to be an analyst of factors affecting production and diagnoses the relationship between individuals, values, and standards within his unit. These requirements are general for all management locations” (Katz:1970, 51).

The importance of culture and its role in determining ways of human management, and the need to take into account local cultural values in developing an appropriate model of management, adapted to the cultural reality and the value pattern of the worker.

From open to the cultural system

In recent years, researchers have been increasingly interested in the effects of the cultural environment on management effectiveness. The prevailing view was that the organization was a closed-system, independent from peripheral and cultural influences and turned to a new concept, open-system, stressing the fact that organizations interact with their social and economic environment (Negandhi: 1975). The current trend of the organization theorists is to consider the latter as a cultural-system in recognition of the impact of culture on the organization and, consequently, on the ways of managing it. As stated by Smircich (1983,35), "the theory of organization is moving beyond the open system of organization, towards a cultural system. A system interested in the higher mental functions of human behavior, such as language and concept creation".

Factors contributing to shaping the worker's value system:

The factors contributing to determining the worker's value pattern can be identified in a range of factors, the most important of which are: cultural, historical, social, political, economic and organizational factors, which affect the worker and determine his behaviors, and methods of dealing.

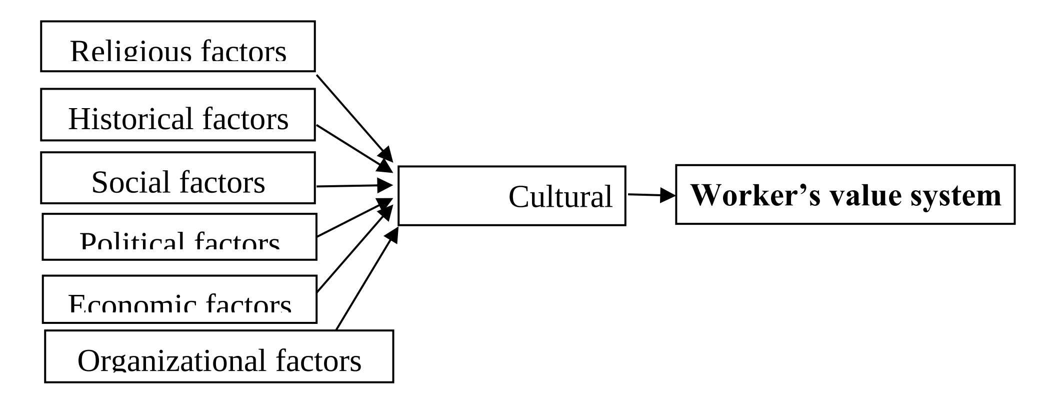


Figure 1: The main components of the worker's value system

Cultural factors that influence individual behavior and norms are profound and multiple, often difficult to identify and to tackle. The most important of them are listed as follows:

Cultural and organizational behaviors

Cultural influences go through a series of stages before they emerge in the form of values that influence the individuals' behavior within organizations.

The length of this series and the overlap of various cultural, social, economic, political and organizational factors make it very difficult to link the relationship between cultural values and organizational practices.

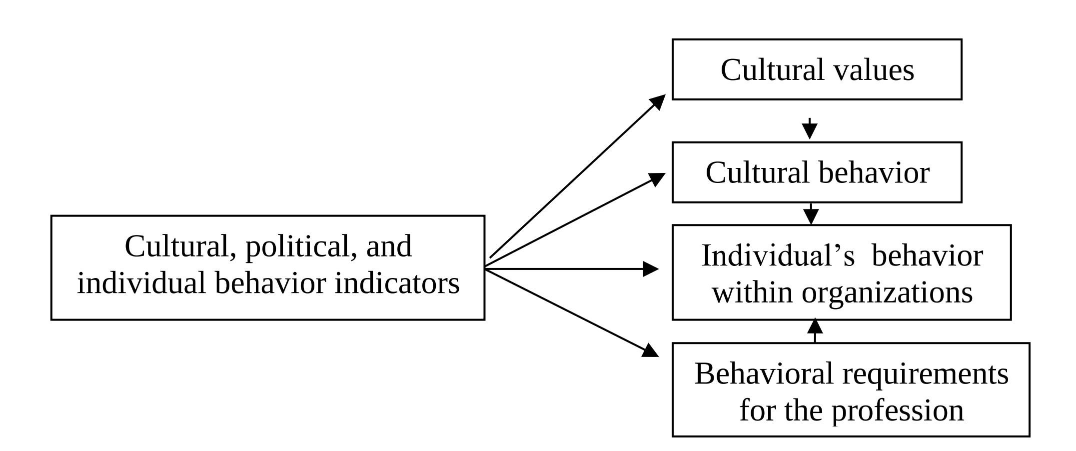


Figure 2: Interaction between factors shaping the organizational behavior

The previous figure illustrates the role of cultural, economic and social…factors in determining the values of the society, their behaviors and shaping their personalities. The pressures from the profession, its requirements, the pressure of society's values on workers, are factors that characterize the worker's professional behaviors and his attitudes towards work.

The cultural aspect of human management cannot in any way be neglected. Blunt (Blunt: 1983, 35) asserts that "cultural beliefs influence an individuals' behavior and determine their responses to work to certain limits." The organization is influenced by the culture inside and outside it. According to Smircich (1983, 354), "the idea of culture has been incorporated and given importance as an internal and peripheral variable." According to Goodenough, culture is seen as "a single system of understanding and organizing physical manifestations, objects, facts, behavior and emotions" (Smircich:1983, 349).

The organization must be seen as open to its cultural reality and work to integrate the cultural dimension of workers into the methods of management and the concerns of the managers.

Thus, we conclude that the cultural dimension is the cause of many of the problems experienced by many organizations, such as absenteeism, neglect, low occupational satisfaction, poor relations between workers, and mistrust between subordinates and managers. This is also the result of the difference in cultural values and the contradiction between the old and the modern, between the workers and supervisors and between the youth and the elders.

The association of culture with behaviors and motivations of individuals help in understanding organizational behavior. This increases the importance of culture in organizations and explains the need for studying social culture and its impacts on organizational effectiveness.

In this way, it is possible to keep up with management requirements and to use some local cultural values to organize enterprises and manage the employees. The social environment and cultural backgrounds must be identified to be used to facilitate the achievement of the organizational objectives.

Cultural difficulties and problems of human management

Organizations in developing countries have multiple and interrelated difficulties, but most of them are the result of difficulties in managing human resources. This is the result of the absence of industrial cultural values in line with the requirements of modern organizations, and the failure of managers to understand the workers’ motivations and to find managing methods in line with the value of society’s reality.

1. The predominance of the agricultural mentality of workers

The professional activities of developing societies are predominantly peasant, so the prevailing culture and therefore the values held by workers are influenced by this aspect, which is usually expressed by the "agricultural mentality", as opposed to the "industrial mentality", which is found with workers from industrialized societies.

2. The worker's professional experience

Professional experience has an impact on determining an individual's values and attitudes towards work. An individual who has observed in his career that work is the only way to promote and raise the material situation leads him to the seriousness and work towards his goals. In cases where the worker's effort, dedication to work and reliance on nepotism and tribalism are not given importance, this affects the values, concept, and motivation of the work.

The management practices between locality and globalization

Management methods being used in managing organizations from developing countries influenced their level of effectiveness and the extent to which they succeeded in achieving their

objectives. The failure to take into account local cultural values and the contradiction of the latter with the regulatory requirements of modern institutions led to difficulties in managing and the failure to achieve production goals and economic development in general.

What is the possibility of transferring management know-how between nations and civilizations? What are the impacts of applying imported management methods? How did decision-makers face the negative performance of organizations? These questions need to be highlighted.

1. Values' differences and management difficulties

Though there is no conclusive evidence of the failure of institutions that rely on imported approaches to management, it has become clear that most organizations from developing countries are not productive, inefficient and not profitable. That is evidenced by the fact that economic problems in these countries are constantly worsening, forcing them to import to meet the majority of goods for their daily needs.

The cultural values and customs of society have influenced the effectiveness of the organizations, especially in terms of the management of human resources and the motivation towards work. The success of the methods of management in America or Europe does not guarantee their success in other developing countries, as the characteristics, values, and customs are different. These factors affect our perception of work and motivation factors, which affect the functioning of organizations and their effectiveness.

2. Difficulties in finding suitable methods for human management

Problems are met by managers in running their organizations and the workers carrying out their professional duties. The problem with decision-makers in organizations, the identification of the phenomena needing to be observed as a continuation of the error and the lack of periodic evaluation of the results, despite the multiple problems faced by both managers and the workers.

Decision-makers usually look at problems with an ideological political perspective, which makes them lose their objectivity and scientific importance, which contributes to hiding the real causes of these problems. All of this deprives economic managers of valuable information, which could have been used to improve performances, to address the negative aspects and reinforce the positive ones.

1. The managers' narrow view to organizational problems: decision-makers aim to identify and work to solve problems of their organizations. However, the nature of their training makes them neglect the cultural character of many of the tackled problems. That is why they usually think about machinery and hardware and ask for additional funds to increase investments. The reasons for many problems lie behind poor management and the lack of understanding of the workers' cultural attitudes. That leads to the inability to motivate; control and coordinate works, then fail to achieve the organizational goals.

2. The cultural background of the managers: It is common to meet the phenomenon of adopting the models, an imported management model, either from the West or from the East, to apply it without regard to local people's values and culture. Instead of starting from the social data, organizing and theorizing them to find a locally appropriate model of management. The decision-makers apply ready brown methods, theories, and approaches, leading to a set of contradictions and problems associated with human management.

3. Failure in transferring Western management know-how

Modern organizations have evolved in industrialized countries, and have gone through stages of adapting workers to their requirements, and workers who in turn belong to industrialized and developed societies, are following the requirements of the organizations, which have made harmony between the values of society and the values of organizations, which are missed in developing countries.

When looking at the factors of development, they depend on raw materials, technology, management methods, and labor. If raw materials are available, developing countries need technology and management methods. The way to make up for this shortfall is the acquisition of technology and methods of organization and management from industrialized countries, which is called the transfer of production technology, and the transfer of management technology. While it is acceptable to acquire production technology from abroad, at least as a temporary stage, it is wrong to acquire management theories and methods, as they are applied in the West, because of the different cultures and values between the underdeveloped and the developed countries.

Scientific studies have found that the transfer of management methods has failed in the case of different cultures and cultural values between the countries from which they are transferred, and the countries to which they transfer the models of management. The worker is influenced by his behaviors, motives, and ways of responding to the cultural values that exist in his environment. That is confirmed by Blunt who believes that "the individual's perception of his profession and work, in general, is long-defined by his stock of cultural values obtained from his surroundings" (Blunt: 1983, 54). It is recognized that the failure of workers to achieve and maintain the required levels of productivity has to do with the quality of life, starting with the difference between organizational values that are not commensurate with cultural values." Schippers and Fajardo (1983) pointed out that the cases where success occurs, Modern management has been adapted to fit with the local culture, social and political environment".

The current methods of management in most developing countries, have crystallized in the East or the West as a result of certain cultures and cultural values, but have moved to be applied in completely different societies. It is difficult to rely on Western cyclic theories to understand the Arab Muslim factor with their cultural values and backgrounds. For example, the use of projection tests in assessing the personality of individuals, and the theories of motivation in understanding local people at work. That affects negatively the management and level of effectiveness of organizations in developing countries in general.

There are two aspects of management. The first has to do with statistics and the use of numbers and computing, and that requires techniques and methods that can be exploited globally regardless of the reality in which they evolved. The second aspect is what has to do with understanding, motivating, dealing with people and managing them, which must be linked to the civilization of society and its cultural values.

According to Farmer and Richman (1964,55), "the majority of studies in management occurred within the "black box", called management, without much regard for the external environment within which the company might operate. The more the external environment is similar for all companies, the approach is reliable, but in cases where the environment is significantly different, as is the case between states, this theory is not appropriate to explain the

effectiveness differences".

4. Repercussions of management model transfers

Because the management approach in developing countries has several negative repercussions, the most important of which can be summarized as follows:

1. The difficulty of exchanging experiences: The different political platforms and methods and objectives of management in developing countries affect negatively their cooperation. It also misses an opportunity to share information and experiences that can be exploited for the benefit of development and the prosperity of its people.

2. Promoting dependency and relying on others: The developing countries depend on the West in meeting their needs of technology and filling their deficit of consumer materials on the industrialized countries. While this is acceptable for these materials, due to the lack of equipment necessary for production and advanced technology, returning to foreign countries to solve our management problems helps to enhance dependency. It also forces them to rely on others to find solutions to problems related to our reality. Taking notes that these countries have specific cultural characteristics, and are better to find appropriate solutions to their problems.

3. Promoting the difference between developing countries: imported and applied management methods in developing countries vary according to their former colonists. The difference in languages and ideological principles widens the difference in applied management methods in different developing countries.

5. The need for adapted management methods

Management principles have evolved in developed countries, mainly in the United States and Europe, and scientific theories have emerged explaining the behaviors and motivations of individuals, depending on the beliefs and cultural values of these societies. That proves that the principles of human management cannot be transferred from one society to another, as individuals' actions and perceptions of work are affected by the social local culture. This illustrates the failure to transfer management models between countries belonging to different civilizations without adaptation or modification.

From here we conclude that management and organization methods cannot be transferred successfully between countries, except if cultural values are similar. It has been possible to identify groups of countries that can transfer the methods of management and organization, depending on the unity of their culture and civilization affiliations. These conditions are not available as is the case between the MENA Region and Europe or the United States

Japan is a model for finding ways of conducting in line with the value of local culture, relying on itself to develop appropriate techniques in human management methods, which has contributed to the effectiveness of Japanese organizations.

The process of researching the most appropriate ways of managing the value and cultural reality of a society is a very difficult task. According to Negandhi (1975, 270), "it is difficult, if not impossible, to link a causal relationship between special elements, from socio-cultural and peripheral variables to elements of management and effectiveness applications."

6. Towards a cultural model of management

The human element is one of the most important factors of production, because of its changeable properties, interaction with the environment, its culture, values, and patterns of thinking and behavior. Hence we conclude the difficulty of transferring methods of human management between different environments and civilizations. The greater the difference, the harder it is to transfer and apply. The change and adaptation of management methods are badly needed, to be adapted to the local cultural realities.

The need for a local cultural style of management

There is an imperative that leads us to think seriously about creating a local model of management, which can be attributed to the following reasons:

1. The impossibility of transferring foreign models of management as they are. Models of management can be studied and exploited, but it is necessary to have them modified and adapted to conform to the characteristics of local reality. This practice was followed by western countries, according to Thurley XIII, the Marshall Plan has indicated that every European country involved has encouraged the search for its identity to develop appropriate management and management skills. Since the American School of Consulting and Business Management has tried and adapted, it has not been transmitted as it is." The result of The Schippers & Fajardo:1984, 17, is that "in cases where success has been achieved, modern management methods have been adapted to local culture and its social and political environment".

   All of this demonstrates the futility of transferring foreign management methods as they are and their application to the organization of different civilizations without change or modification.

2. Lack of ready-made solutions to be imported: According to Haurant: 1984, 17) "new organizations emerging in developing countries face the same management problems as their counterparts in industrialized countries - from problems of men's management, structural problems and management control in general- and in addition to that, they face special problems, they need to find innovative, adapted solutions, without always being able to return to European or American-type experiences." This is the result of the association of management with local values which are different from what can be found in industrialized countries.

3 .The greatness of the project and the unity of values: No one country can bear this important project of creating a model of management, and adapting what exists to be in line with the characteristics and reality of these countries. The great convergence of culture, history, the unity of ambitions made it possible to collectively sponsor this project.

All these factors have made it necessary to think constructively and work hard, to complete this civilized project, which is necessary for the organizational and industrial take-off of our developing countries' societies.

Creating a model in management appropriate to the social reality that meets local special needs is a civilized action that needs the joint efforts of researchers in more than one country, to study and scrutinize reality and share knowledge and experiences. The unity of cultural values and the convergence of degrees of industrialization, the unity of religion, language, history, and goals of several developing countries, are factors encouraging cooperation and concerting efforts, to achieve common goals.

7. Discussions

Modern industries have emerged in Western societies with a materialistic culture, values, and traditions that characterize them. The current management has emerged, linked to the values of industrial societies.

Developing countries have created modern industries and imported the same management methods used in the West, with no regard for the values and mentalities prevailing in their community.

The former colonies, today after experimenting with successive management systems since their independence, need to do two simultaneous operations, namely adaptation, and adjustment. The first is to study the social, economic, political and value realities to understand, organize and adapt it to the contemporary economic reality. The second process is to facilitate the process of labor adjustment of industrial realities and the modernization of their culture and attitudes towards work.

The two processes are complementary, as adapting and adjusting cultural values to the reality of a modern form are in line with the requirements of the industrial age, making it easier for workers to accept local management methods and thus make it easier to adapt to them. One of the most important administrative concepts spreading in the literature of administrative sciences in industrialized countries is the organizational culture.

Organizations can be developed by creating a unified culture that brings together members of the organization, contributes to unifying their opinions, perceptions, and behaviors and increasing the strength of their affiliations to the organization. This is done by:

- Creating a policy of consultation and the contribution of workers in shaping the objectives of their organizations and their strategic policy.
- A media policy through internal bulletins and media.
- Good relations between workers, supervisors, and managers.
- Taking care of workers' concerns.

8. Conclusion

The length of the period of colonization, underdevelopment, and mismanagement in public institutions, and the adoption of a patriarchal, socialist and social policy in employment, have led to the emergence and expansion of negative values and habits at work. That led to the propagation of absenteeism, underemployment, and failure to give the work the status it deserves. That led to the increase of economic and social problems, and even to the crisis that most developing countries are currently experiencing.

Therefore, a review of professional values and work traditions and promote positive values, based on the love of work, diligence, and mastery, respect for time and encouragement of effort, all of which help to promote the values of work and the integrity of professional, commercial and social relations for the benefit of society.

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